

# Leadership Theories

Trait Theories – The type of person makes a good leader

Behavioral Theories – What a good leader does

➤ Contingency Theories – Effective leadership is contingent on the situation, task and people involved.

Power and Influence Theories – Examines the sources of the leader's power

*It will come in handy to remember this!*

# Situational Leadership



# Situational Leadership

A leader switching instinctively between styles according to the people and work they are dealing with.



Switching Styles

# Premises of Situational Leadership

There is no best leadership style.

Leaders are more effective when they select the appropriate leadership style to match the skills and commitment of their direct reports.

The model is intended to be brought to life “with” your employees as opposed to administering “to” your employees.

# Two Dimensions/Behaviors of Leadership Style

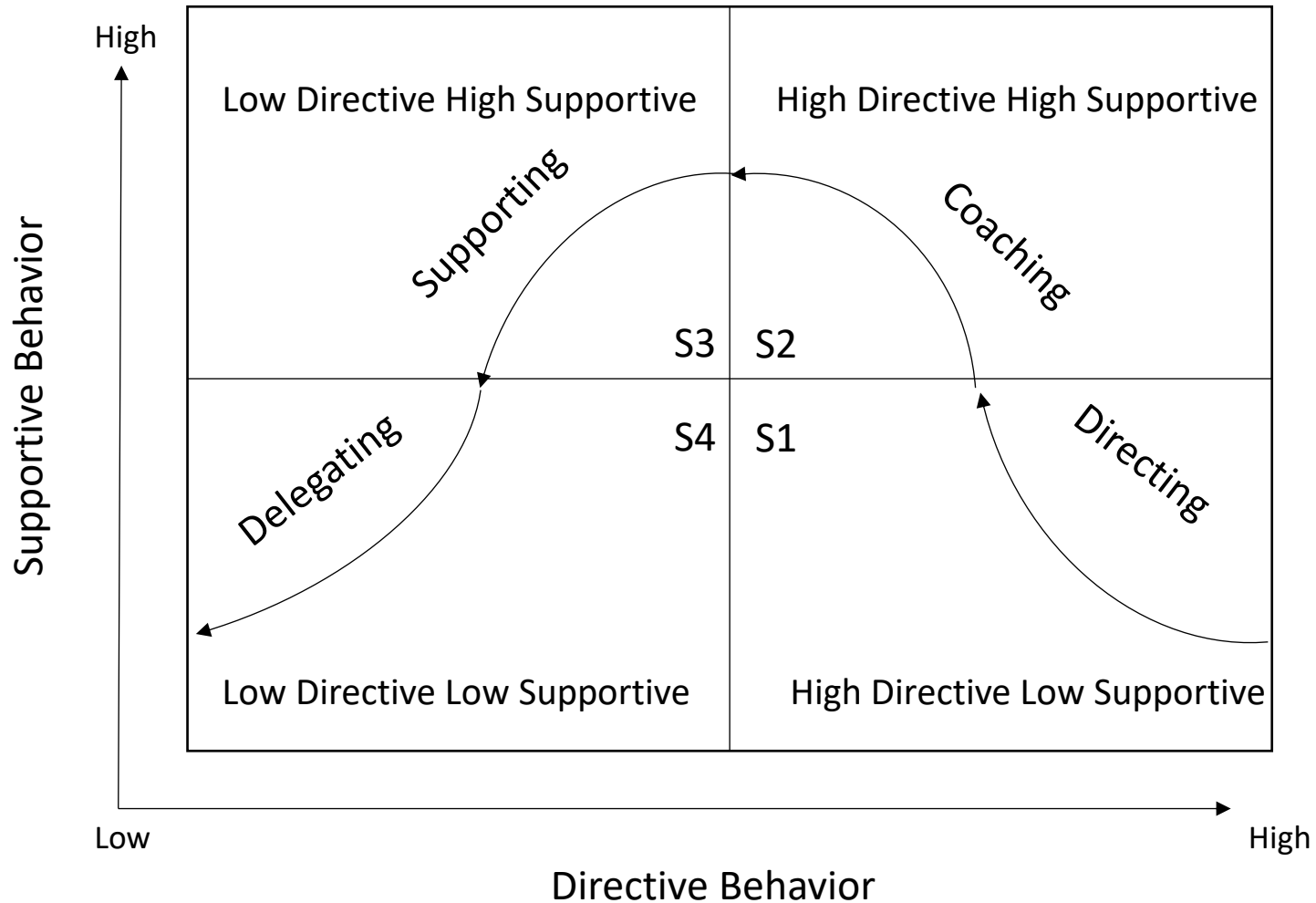
## Directive

– Structure, Organize, Teach, Supervise, Evaluate, Set Goal, Plan

## Supportive

– Ask (for input), Listen, Facilitate (problem solving), Explain, Encourage, Discloses

# Situational Leadership Model (SLM)



# Style Descriptors

## S3

- Asking/listening
- Reassuring
- Facilitating self-reliant problem solving
- Collaborating
- Encouraging feedback
- Appreciating

## S4

- Allowing/trusting
- Confirming
- Empowering
- Affirming
- Acknowledging
- Challenging

## S2

- Exploring/asking
- Explaining/clarifying
- Redirecting
- Sharing feedback
- Encouraging
- Praising

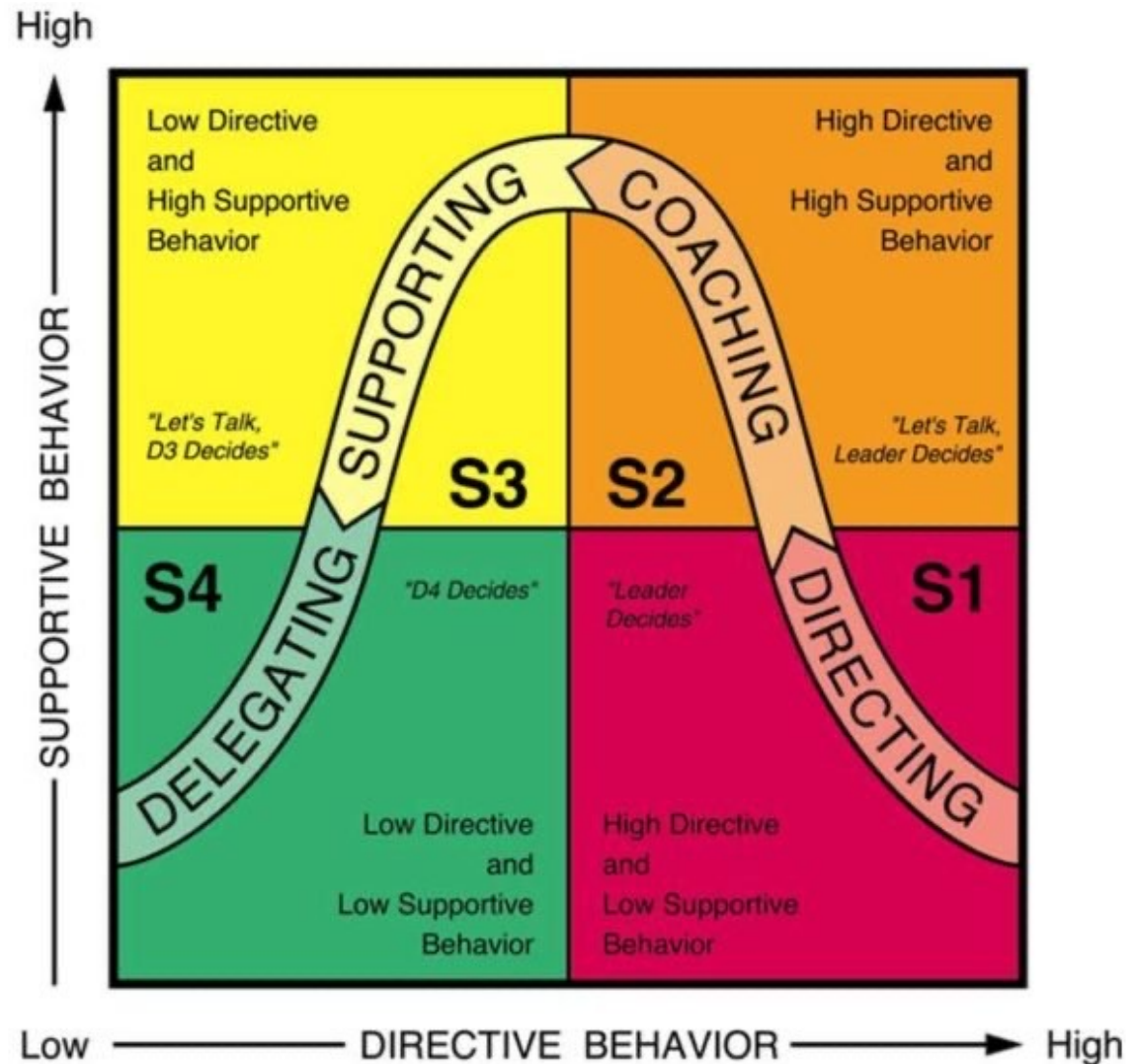
## S1

- Defining
- Planning/prioritizing
- Orienting
- Teaching/showing and telling how
- Checking/monitoring
- Giving feedback

# When Using All Four Styles

## The Leader:

- Makes sure goals and expectations are clear
- Observes and monitors performance
- Gives feedback



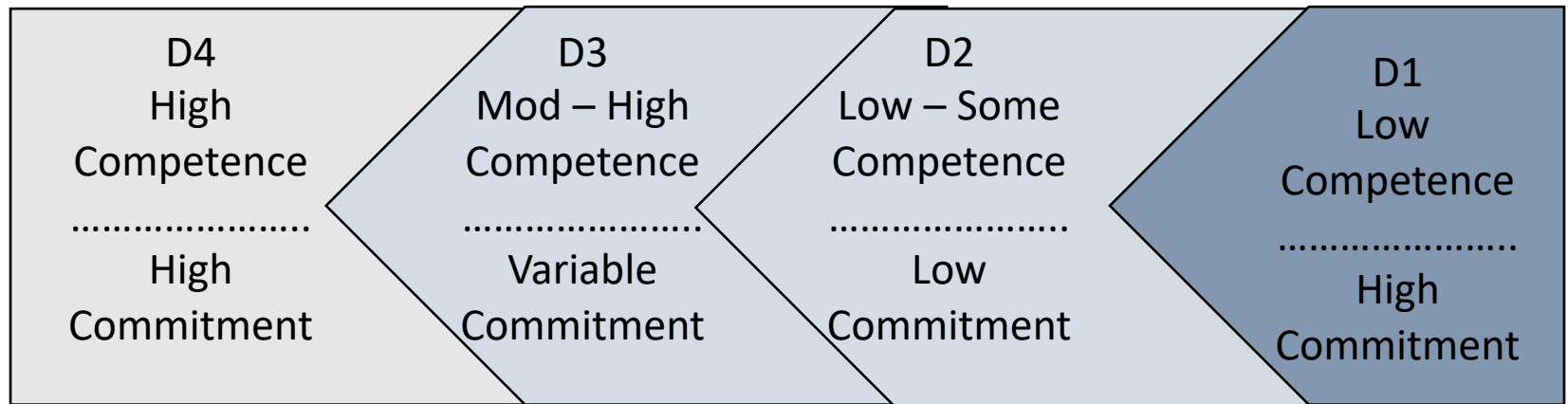


# The Three Skills of a Situational Leader

- **Flexibility**—using a variety of leadership styles comfortably
- **Diagnosis**—assessing developmental needs
- **Partnering for Performance**—reaching agreements with others about the leadership style they need

# The Four Development Levels...

...Of the Individual Based on Competence and Commitment



Developed

Developing

Development Level of the Individual

# Development Level Descriptors

## **D3 – Capable, but Cautious Performer**

Self-Critical  
Cautious  
Doubtful  
Capable  
Contributing  
Insecure  
Tentative/Unsure  
Bored/Apathetic

## **D – 4 Self-Reliant Achiever**

Justifiably Confident  
Consistently Competent  
Inspired/Inspires Others  
Expert  
Autonomous  
Self-Assured  
Accomplished  
Self-Reliant / Self Directed

## **D2 – Disillusioned Learner**

Overwhelmed  
Confused  
Demotivated  
Demoralized  
Frustrated  
Disillusioned  
Discouraged  
Flashes of Competence

## **D1 – Enthusiastic Beginner**

Hopeful  
Inexperienced  
Curious  
New/Unskilled  
Optimistic  
Excited  
Eager  
Enthusiastic



# Break